

Work Environment and Its Influence on Employee Retention in the EdTech Sector: Empirical Evidence from Bangalore, India

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ABSTRACT

Employee retention is a critical human resource challenge in the rapidly growing EdTech sector, where organizations depend heavily on a young and skilled workforce. This study examines the influence of the work environment on employee retention at Corizo Edutech Pvt. Ltd., Bangalore, India. The work environment is considered in terms of leadership support, communication, teamwork and interpersonal relationships, recognition and rewards, career development opportunities, organizational culture, and work-life balance.

A descriptive research design with a quantitative approach was adopted. Primary data were collected from 130 employees through a structured questionnaire. The data were analyzed using percentage analysis, reliability analysis, Pearson correlation, and simple linear regression.

The findings reveal a strong positive and statistically significant relationship between the work environment and employee retention ($r = 0.782$, $p < .001$). The regression model was significant and explained 61.1% of the variance in employee retention ($R^2 = 0.611$). These results indicate that, collectively, positive workplace conditions are strongly associated with employees' intention to remain with the organization. The study concludes that strengthening the overall work environment can support employee retention in EdTech organizations and recommends greater attention to supportive leadership, communication, recognition, career development, teamwork, organizational culture, and work-life balance.

Keywords: Work Environment, Employee Retention, Job Satisfaction, Employee Engagement, Organizational Culture, Work-Life Balance.

INTRODUCTION

Employee retention has become a strategic priority for organizations because persistent turnover increases recruitment and training costs, disrupts continuity, weakens organizational knowledge, and affects productivity. The challenge is particularly relevant in the EdTech sector, where rapid growth, technology-driven work processes, changing employee expectations, and a predominantly young workforce can intensify mobility and turnover intentions. In this context, the quality of the work environment can shape employees' day-to-day experiences and their willingness to continue with an organization.

The work environment is a multidimensional construct encompassing leadership support, communication, teamwork and interpersonal relationships, recognition and rewards, career development opportunities, organizational culture, and work-life balance. Prior research has also linked related factors such as job satisfaction, workforce diversity, employee wellbeing, career opportunities, and supportive working conditions

with retention. However, evidence remains dispersed across industries and countries, and comparatively limited empirical attention has been given to the EdTech context in India. Therefore, this study examines whether employees' overall perceptions of the work environment are associated with their intention to remain with Corizo Edutech Pvt. Ltd.

REVIEW OF LITERATURE

Yuniastri and Karyati (2025) examined the influence of workforce diversity and organizational culture on employee retention in EJIP manufacturing companies. Using a quantitative approach with 75 employees selected through purposive sampling, the study reported significant positive effects of both workforce diversity and organizational culture on employee retention. The findings emphasize the importance of inclusive workplace practices and a supportive organizational culture in strengthening employee stability and commitment.

Kerich (2024) investigated the influence of age, gender, and ethnic diversity on employees' intention to remain in manufacturing multinational corporations in Kenya. Data from 170 employees were analyzed using multiple regression. The study found positive relationships between the examined diversity dimensions and employees' intention to stay, highlighting the importance of effective diversity management and inclusive policies for employee retention.

Achugo and Olele (2023) studied workplace diversity and employee retention among small and medium-sized enterprises in Lagos State, Nigeria. Based on survey data from 145 respondents, the study found significant positive effects for gender and ethnic diversity, while age diversity was not significant. The study recommended inclusive, growth-oriented workplace practices as a means of improving employee retention.

SYNTHESIS OF REVIEW OF LITERATURE

The reviewed literature consistently identifies employee retention as a multidimensional organizational outcome influenced by individual, job-related, and organizational factors. Across manufacturing, information technology, education, healthcare, construction, pharmaceutical, retail, and service-sector settings, workforce diversity, organizational culture, job satisfaction, rewards and employee benefits, career development opportunities, working conditions, work-life balance, supportive leadership, and interpersonal relationships emerge as important determinants of employees' intention to remain with an organization (Yuniastri & Karyati, 2025; Asria et al., 2025; Azmy & Arifin, 2025; Abina et al., 2022; Bonilla et al., 2024; Ngotngamwong, 2020; Silaban & Margaretha, 2021; Teo et al., 2021).

A major theme emerging from the literature is the importance of job satisfaction in explaining employee retention. Studies conducted among IT start-up employees, Generation Z workers, special education teachers, retail employees, medical professionals, and employees in pharmaceutical organizations generally indicate that employees who experience higher levels of satisfaction are more likely to remain with their organizations. Recent studies also position job satisfaction as a mediating mechanism through which organizational practices may influence retention. Azmy and Arifin (2025), for example, examined job satisfaction as a mediating variable in an IT start-up context, while Asria et al. (2025) examined the role of rewards, career development, job satisfaction, and retention among Generation Z employees.

The literature also demonstrates the importance of workforce diversity and an inclusive organizational environment. Yuniastri and Karyati (2025) reported significant effects of workforce diversity and organizational culture on retention, while Mohanty and Acharya (2020) examined the relationship among workforce diversity, job satisfaction, and employee retention in the pharmaceutical sector. Kerich (2024) further considered age, gender, and ethnic diversity in manufacturing multinational corporations. Related work by Alshemmari and Al Monawer (2024) connects workplace diversity with innovation and organizational performance, suggesting that well-managed diversity can generate broader organizational benefits in addition to its potential influence on employee attitudes.

Another recurring theme concerns the quality of the employee-organization relationship. Supportive working environments, recognition, appropriate rewards, opportunities for career growth, employee wellbeing, and work-

life balance are repeatedly associated with job satisfaction and retention. Ngotngamwong (2020) highlighted factors influencing millennial job satisfaction and retention, while Silaban and Margaretha (2021) examined work-life balance, job satisfaction, and retention among millennials. Bonilla et al. (2024) similarly linked workforce sustainability factors such as health and wellbeing, diversity, equity, community, and connectivity with job satisfaction and retention.

Evidence from education and healthcare contexts further indicates that retention is shaped not only by economic rewards but also by employees' broader perceptions of organizational support and working conditions. Abina et al. (2022) examined job satisfaction and retention among special education teachers, and Teo et al. (2021) investigated relationships among the working environment, job satisfaction, and retention among medical doctors in government hospitals. Jaganjac et al. (2020) likewise examined work stress, employee satisfaction, and retention from a human resource management perspective.

Overall, the literature establishes that employee retention is not determined by a single factor but by an interconnected set of organizational and employee-related conditions. Although previous studies have examined workforce diversity, organizational culture, rewards, career development, work-life balance, employee benefits, working environment, and job satisfaction, the evidence is dispersed across different industries, countries, and employee groups. This provides a basis for examining the overall work environment as an integrated predictor of employee retention in the EdTech sector.

Research Gap and Rationale

The reviewed studies provide substantial evidence that workplace-related factors are associated with employee satisfaction and retention; however, much of the existing evidence comes from manufacturing, healthcare, construction, retail, pharmaceutical, education, and general service settings. Comparatively limited evidence is available on employee retention within the Indian EdTech sector, where young employees, rapid organizational growth, technology-intensive work, and changing career expectations may create distinctive retention challenges. In addition, many prior studies examine individual predictors separately, whereas the present study evaluates employees' overall perception of the work environment as a composite predictor of retention. The study therefore seeks to provide organization-level empirical evidence from Corizo Edutech Pvt. Ltd. on the relationship between the work environment and employee retention.

Theoretical Framework

The conceptual framework of the study specifies work environment as the independent variable and employee retention as the dependent variable. The work environment is represented by leadership support, communication effectiveness, teamwork and interpersonal relationships, recognition and rewards, career development opportunities, organizational culture, and work-life balance. The framework proposes that employees who perceive their overall work environment more positively are more likely to report stronger intention to remain with the organization.

The study is informed by Herzberg's Two-Factor Theory and Social Exchange Theory. Herzberg's framework distinguishes motivators such as recognition, achievement, responsibility, and growth from hygiene factors such as supervision, organizational policies, and working conditions. Together, these factors help explain how workplace experiences can affect satisfaction and dissatisfaction. Social Exchange Theory further suggests that employees tend to reciprocate favorable treatment and organizational support with positive attitudes and continued commitment. These perspectives provide a theoretical basis for expecting a supportive work environment to be positively associated with employee retention.

RESEARCH METHODOLOGY

Research Design and Sampling

A descriptive research design with a quantitative approach was adopted to examine the influence of the work environment on employee retention at Corizo Edutech Pvt. Ltd. The study was conducted to understand

employees' perceptions of key workplace factors, including leadership support, communication, teamwork, employee recognition, career development opportunities, and work-life balance, and to evaluate how these factors influence their intention to remain with the organization. The target population consisted of 1,500 employees working at Corizo Edutech Pvt. Ltd.

A sample of 130 employees was selected using the simple random sampling technique, ensuring that each employee had an equal opportunity to participate in the study. The sample represented approximately 8.7% of the total population and was considered adequate to provide meaningful and reliable insights into the relationship between the work environment and employee retention. The quantitative research design enabled the collection of structured data, allowing for objective analysis and interpretation of the factors affecting employee retention within the organization.

Research Instrument and Variables

Data for the study were collected using a structured, self-administered questionnaire consisting of two sections. The first section gathered respondents' demographic information, including age, gender, educational qualification, and work experience. The second section included statements related to the work environment and employee retention, measured using a five-point Likert scale ranging from Strongly Agree to Strongly Disagree. The questionnaire was designed to assess employees' perceptions of their workplace and their intention to continue working with the organization.

The independent variable, work environment, was measured through key dimensions such as leadership support, communication effectiveness, teamwork and interpersonal relationships, recognition and rewards, career development opportunities, organizational culture, and work-life balance. The dependent variable, employee retention, was assessed by evaluating employees' organizational commitment, job satisfaction, engagement, loyalty, and intention to remain with the organization. This structured approach enabled the collection of reliable and measurable data to analyze the relationship between the work environment and employee retention at Corizo Edutech Pvt. Ltd.

Statistical Tools

The data collected from the respondents were analyzed using percentage analysis, correlation analysis, and regression analysis.

Percentage analysis was used to present and interpret the demographic characteristics of the respondents and to summarize their responses to the questionnaire.

Pearson correlation analysis was used to assess the strength and direction of the relationship between the overall work environment and employee retention.

Regression analysis was applied to determine the extent to which the work environment influences employee retention and to evaluate the predictive effect of workplace factors on employees' intention to remain with the organization. The use of these statistical techniques enabled a systematic interpretation of the data, providing meaningful insights into the relationship between the independent and dependent variables and supporting the study's research objectives.

DATA ANALYSIS AND RESULTS

Demographic Profile of Respondents

The demographic analysis indicates that the majority of respondents were female employees (60%), while male employees accounted for 40%. Most respondents (76.15%) were below 25 years of age, followed by 23.08% in the 25–35-year age group, indicating a predominantly young workforce. In terms of educational qualification, 53.85% of respondents were postgraduates and 46.15% were undergraduates. With respect to annual income, the largest proportion of employees (38.46%) earned 2–3 LPA, followed by 32.31% earning below 2 LPA, while

12.31% earned above 5 LPA. The work-experience profile shows that 46.92% had less than one year of experience and 38.46% had 1–3 years of experience, confirming that the sample primarily represents early-career employees.

Table 4.1: Demographic Profile of Respondents (N = 130)

Variable	Category	n	%
Gender	Female	78	60%
	Male	52	40%
Age Group	Below25years	99	76.15%
	25–35 years	30	23.08%
	36–45 years	1	0.77%
	Above45 years	0	0%
Education	Post Graduate	70	53.85%
	Under Graduate	60	46.15%
Annual Income	Below 2LPA	42	32.31%
	2-3LPA	50	38.46%
	3-5LPA	22	16.92%
	More than 5LPA	16	12.31%
Work Experience	Lessthan1year	61	46.92%
	1–3 years	50	38.46%
	3–5 years	17	13.08%
	Morethan 5 years	2	1.54%

Reliability Analysis

Table 4.2: Reliability Statistics

Cronbach's Alpha(α)	Number of Items	Classification	Min.Threshold
0.901	20	Excellent($\alpha > 0.90$)	0.876

The reliability analysis produced a Cronbach's alpha coefficient of 0.901, which is well above the recommended minimum threshold of 0.70. This indicates that the 20-item questionnaire has excellent internal consistency, demonstrating that the items reliably measure the intended constructs. The high reliability coefficient confirms that the research instrument is dependable and suitable for further statistical analyses, including correlation and regression, thereby ensuring the accuracy and credibility of the study's findings.

Correlation Analysis

Objective

To examine the relationship between the work environment and employee retention.

Hypothesis:

H0: There is no significant relationship between the work environment and employee retention.

H1: There is a significant relationship between the work environment and employee retention.

Table 4.3: CORRELATION TABLE

Variables	Work Environment	Employee Retention
Work Environment	1	0.782**
Employee Retention	0.782**	1

Significance: $p < .001$

The Pearson correlation analysis revealed a strong positive relationship between the work environment and employee retention ($r = 0.782$). The significance value ($p < .001$) indicates that the relationship is statistically significant. This finding suggests that more favorable perceptions of the work environment are associated with higher levels of employee retention.

Regression Analysis

Objective

To determine the influence of the work environment on employee retention.

Table 4.4: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error
1	0.782	0.611	0.608	0.492

The regression analysis indicates that the model is statistically significant and confirms that the overall work environment has a positive influence on employee retention. The R value of 0.782 demonstrates a strong positive relationship between the variables, while the R-square value of 0.611 indicates that 61.1% of the variation in employee retention is explained by the overall work-environment score. The significance value ($p < .001$) confirms that the regression model is statistically significant. Accordingly, a more favorable overall work environment is associated with stronger employee retention.

Table 4.5: ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	48.562	1	48.562	200.315	0.000
Residual	31.038	128	0.242		
Total	79.600	129			

Table 4.6: Regression Coefficients

Variables	Unstandardized Coefficient (B)	Std. Error	Beta	t	Sig.
Constant	1.245	0.198	-	6.288	0.000
Work Environment	0.756	0.053	0.782	14.154	0.000

Interpretation

The regression analysis was conducted to examine the influence of the work environment on employee retention at Corizo Edutech Pvt. Ltd. The results indicate that the regression model is statistically significant and effectively explains the relationship between the study variables. The model summary shows a strong positive relationship between the work environment and employee retention, with an R value of 0.782. The R-square value of 0.611 indicates that 61.1% of the variation in employee retention is explained by work environment factors, demonstrating that the independent variable has a substantial influence on employees' intention to remain with the organization.

The ANOVA results confirm that the regression model is statistically significant ($F = 200.315$, $p < .001$). The coefficient analysis shows that the overall work-environment score has a positive and statistically significant association with employee retention ($B = 0.756$, $\beta = 0.782$, $t = 14.154$, $p < .001$). Thus, higher overall work-environment scores are associated with higher employee-retention scores. The analysis does not estimate separate regression coefficients for each work-environment dimension; therefore, the findings should be interpreted at the composite-construct level.

Exploratory Factor Analysis and Dimension-Wise Reliability

The project dataset underlying this study reports an overall Cronbach's alpha of 0.901 (20 items; $\alpha = 0.876$ based on standardized items), confirming excellent internal consistency for the combined work-environment, job-satisfaction, and retention scale (see Table 4.2). However, the available data consist of aggregated response-frequency tables and an overall reliability statistic rather than respondent-level raw scores, and the questionnaire (Appendix A) does not operationalize the seven named sub-dimensions — leadership support, communication, teamwork, recognition, career development, organizational culture, and work-life balance — as separately scored subscales; it instead groups items under three broader headings (Work Environment, Job Satisfaction, and Employee Retention).

As a result, a dimension-wise factor-loading table cannot be constructed from the currently available aggregated data without first conducting a fresh exploratory factor analysis on the raw, respondent-level responses (e.g., principal axis factoring or principal component analysis with varimax rotation in SPSS, followed by per-factor Cronbach's alpha). Author note: if the raw response file (130 rows $\times$ item columns) is available, this analysis can be run and the resulting table inserted here; otherwise, this should be explicitly acknowledged as a limitation and a direction for future research rather than reported as a completed analysis, to avoid misrepresenting the study's methodology to reviewers.

DISCUSSION AND IMPLICATIONS

Discussion Of Findings

The study found that Corizo Edutech Pvt. Ltd. has a predominantly young, educated, and female workforce, with most employees in the early stages of their careers. The reliability analysis confirmed that the research instrument was highly reliable, as evidenced by a Cronbach's alpha value of 0.901, indicating excellent internal consistency. The correlation analysis revealed a strong positive and statistically significant relationship between the work

environment and employee retention ($r = 0.782$, $p < 0.05$), suggesting that a better work environment is associated with higher employee retention.

The regression analysis further demonstrated that the overall work environment accounts for 61.1% of the variation in employee retention ($R^2 = 0.611$), highlighting its substantial association with employees' intention to remain. The dimensions represented in the work-environment construct include supportive leadership, effective communication, teamwork, employee recognition, career development opportunities, organizational culture, and work-life balance. Because the regression was conducted using the overall work-environment score, the present analysis supports the collective influence of these workplace conditions rather than the separate statistical effect of each dimension.

In response to the reviewer's observation on demographic moderation, a supplementary analysis is recommended to test whether age, gender, and work experience moderate the relationship between the work environment and employee retention, using interaction terms or subgroup regression. Author note: insert the results of this moderation analysis here (coefficients, significance values, and subgroup comparisons) once computed from the dataset, before reporting any specific subgroup differences as confirmed findings.

Compared with findings from other sectors reviewed in this study, the strength of the work environment–retention relationship observed at Corizo Edutech Pvt. Ltd. appears broadly consistent with patterns reported in IT start-ups, where job satisfaction has been shown to mediate the effect of workplace factors on retention (Azmy & Arifin, 2025), and in education and healthcare settings, where supportive working conditions and organizational support have similarly been linked to employees' intention to remain (Abina et al., 2022; Teo et al., 2021). This suggests that while the EdTech sector shares common retention drivers with other knowledge-intensive and service-oriented industries, its predominantly young, early-career workforce may make career development and recognition-related dimensions comparatively more influential than in more experience-heavy sectors.

Practical Implications for Human Resource Management

The findings of this study demonstrate that the work environment has a significant positive influence on employee retention at Corizo Edutech Pvt. Ltd., consistent with the correlation and regression results reported above, and highlight the importance of workplace factors in shaping employees' intention to remain with the organization. Overall, this underscores the value of creating a positive, supportive, and employee-centric work environment to improve retention and strengthen organizational performance.

From a Human Resource Management (HRM) perspective, the findings suggest that HR professionals should focus on developing effective retention strategies by strengthening leadership support, promoting open communication, encouraging teamwork, and implementing fair employee recognition and reward systems. In addition, offering continuous learning opportunities, career development programs, and a healthy work-life balance can enhance employee satisfaction, engagement, and organizational commitment. Given that the majority of employees are young professionals with relatively limited work experience, such initiatives are particularly valuable in fostering growth, stability, and long-term retention.

For young employees, structured career development programs and mentoring initiatives are critical. For female employees, flexible work arrangements and recognition systems can enhance retention. Early-career professionals benefit from training opportunities and clear growth pathways.

To translate these recommendations into practice, HR teams can adopt specific initiatives such as flexible or hybrid scheduling, structured mentoring pairs for employees below 25 years of age, transparent recognition programs (e.g., monthly appreciation forums or peer-nominated awards), and leadership-coaching tracks for high-potential early-career staff. Common implementation challenges include limited budgets, inconsistent managerial buy-in, and difficulty measuring the impact of soft-HR initiatives; these can be addressed by piloting programs in one department before scaling, tying recognition programs to low-cost non-monetary rewards, and tracking retention and engagement metrics quarterly to demonstrate return on investment.

Limitations

This study has certain limitations that should be considered when interpreting its findings. First, the research was conducted only at Corizo Edutech Pvt. Ltd., which limits the generalizability of the results to other organizations, industries, or geographical regions. Second, the study was based on a sample of 130 employees, and although the sample was adequate for statistical analysis, it may not fully represent the opinions and experiences of the entire workforce.

The study relied on self-reported data collected through a structured questionnaire, making the findings dependent on respondents' perceptions and potentially subject to common-method and response bias. The cross-sectional design captures perceptions at a single point in time and therefore does not establish causality. In addition, the regression model uses an overall work-environment score; consequently, the study does not estimate the separate effect of leadership, communication, teamwork, recognition, career development, organizational culture, and work-life balance. Other factors such as compensation and benefits, job security, external employment opportunities, and personal career motivations may also influence retention but were not examined in the present model.

Because the design is cross-sectional, the study captures employees' perceptions at a single point in time and cannot establish causality between the work environment and retention; future longitudinal studies could track how changes in work-environment perceptions affect actual retention behaviour over time.

The study also did not compare the demographic profile of respondents with that of non-respondents, so the potential for selection bias could not be formally assessed. Author note: if respondent/non-respondent demographic data are available, insert a brief comparison here; otherwise, this should remain noted as a limitation.

CONCLUSION

The study concludes that the overall work environment has a strong positive and statistically significant relationship with employee retention at Corizo Edutech Pvt. Ltd. The correlation analysis produced $r = 0.782$ ($p < .001$), and the regression model explained 61.1% of the variance in employee retention ($R^2 = 0.611$). These findings indicate that employees who perceive their work environment more favorably are more likely to report stronger retention intentions. The work-environment construct encompasses leadership support, communication, teamwork and interpersonal relationships, recognition and rewards, career development opportunities, organizational culture, and work-life balance. Since the analysis used a composite work-environment score, the results support the collective contribution of these workplace conditions rather than the independent effect of each dimension. Overall, the study highlights the strategic importance of creating a supportive, employee-centered work environment in the EdTech sector.

DIRECTIONS FOR FUTURE RESEARCH

Future research can expand on this study by including a larger and more diverse sample from multiple organizations, industries, and geographical regions, thereby improving the generalizability of the findings. Researchers may also examine additional factors that influence employee retention, such as compensation and benefits, job security, employee well-being, organizational justice, workplace diversity, employee empowerment, organizational culture, and technological support. Comparative studies across different industries, as well as between public and private sector organizations or among different generations of employees, could provide deeper insights into variations in employee expectations and retention preferences.

In addition, future studies may adopt a longitudinal research design to examine how changes in the work environment affect employee retention over time. Incorporating qualitative research methods, such as interviews, focus group discussions, and case studies, would provide a more comprehensive understanding of employees' experiences, perceptions, and retention decisions. A mixed-methods approach could further strengthen future research by combining quantitative findings with qualitative insights, enabling organizations to develop more effective and evidence-based employee retention strategies.

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APPENDIX A: SURVEY QUESTIONNAIRE

SECTION A: DEMOGRAPHIC DETAILS

Demographic Question and Response Options
1. Age – Below 25 26–35 36–50 51 and above
2. Gender – Female Male
3. Education Level – Undergraduate Postgraduate
4. Annual Income – Below 2 LPA 2–3 LPA 3–5 LPA Above 5 LPA
5. Years of Experience – Less than 1 year 1–2 years 3–5 years Above 5 years

Sections B, C, and D below were rated on a five-point Likert scale: Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree.

SECTION B: WORK ENVIRONMENT

No.	Statement (Scale: Strongly Disagree – Strongly Agree)
6	Work environment improves team performance and creativity.
7	Leadership positions are well represented in the organization.
8	I believe having a team positively influences problem-solving and innovation in a work environment.
9	I feel comfortable expressing my opinions and ideas in a work environment.
10	The workplace encourages collaboration among employees from different backgrounds.

SECTION C: JOB SATISFACTION

No.	Statement (Scale: Strongly Disagree – Strongly Agree)
11	I have access to adequate resources and tools to perform my job efficiently.
12	My current role and responsibilities meet my expectations.
13	I maintain a healthy work-life balance.
14	The organization provides sufficient career growth opportunities.
15	My responsibilities are clearly defined and well understood.

SECTION D: EMPLOYEE RETENTION

No.	Statement (Scale: Strongly Disagree – Strongly Agree)
16	I feel motivated to continue working here due to the organization's culture and environment.

17	The work environment provides sufficient growth and learning opportunities to retain employees.
18	I see a clear career path within the organization.
19	The organizational culture motivates me to stay long-term.
20	HR policies effectively support employee welfare and retention.

APPENDIX B: ITEM-LEVEL DESCRIPTIVE STATISTICS

The means and standard deviations below were derived from the response-frequency distributions reported for each item in Section 4.2 of the project report, coding Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, and Strongly Agree = 5 (N = 130 for each item).

Work Environment Items

No.	Statement	Mean	SD
6	Work environment improves team performance and creativity.	4.55	0.75
7	Leadership positions are well represented in the organization.	4.48	0.81
8	I believe having a team positively influences problem-solving and innovation in a work environment.	3.66	0.81
9	I feel comfortable expressing my opinions and ideas in a work environment.	3.72	0.88
10	The workplace encourages collaboration among employees from different backgrounds.	3.88	1.01

Job Satisfaction Items

No.	Statement	Mean	SD
11	I have access to adequate resources and tools to perform my job efficiently.	3.91	0.81
12	My current role and responsibilities meet my expectations.	3.92	0.78
13	I maintain a healthy work-life balance.	3.91	0.92
14	The organization provides sufficient career growth opportunities.	4.02	0.84
15	My responsibilities are clearly defined and well understood.	4.01	0.84

Employee Retention Items

No.	Statement	Mean	SD
16	I feel motivated to continue working here due to the organization's culture and environment.	3.58	0.98

17	The work environment provides sufficient growth and learning opportunities to retain employees.	3.35	1.02
18	I see a clear career path within the organization.	3.15	1.20
19	The organizational culture motivates me to stay long-term.	3.29	1.19
20	HR policies effectively support employee welfare and retention.	3.32	1.14